



Investigating the Impact of Employment Characteristics on Human capital

Behavior in the sports Industry

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Investigating the Impact of Employment Characteristics on Human capital Behavior in the sports Industry

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Abstract

Human resources of any organization is the organization's precious resource that can assist it in achieving its goals. Specialist, loyal, consistent with the values and organizational objectives staff with strong motivation and willing and committed to maintain and continue organizational membership is of basic and essential needs of any organization. The organization requires employees to work and operate beyond their usual job description and provision. One of the main causes of studying job burnout analysis is that organizations with members with low levels of burnout, usually have higher performance, less absenteeism and delays and displacement. Study Effect of job characteristics components (diversity of tasks, professional identity, the importance of professional, independence, feedback) on job burnout that cause to reduce these problems (due to absenteeism and hypothyroidism) by the existence of suitable job characteristics, can be very effective work in this field.

The purpose of research is create a connection between components of job characteristics and burnout that by collecting data through designing two separate questionnaire consisting of 37 questions based on conducted studies about Hackman and Oldham and Christina Maslach Standard questionnaires by conducting KS test (to test the normality of the selected sample) and univariate T test, beside, factor analysis, and then test the accuracy of measurement models and research hypotheses, confirmatory factor analysis was performed to confirm research hypotheses.

The population of this study consisted of 230 personnel of the General Youth and Sports Directorate of Qom in two levels of the Directorate and employee. The minimum size of selected sample is also 144 people.

Results of this research showed that existence of job characteristics including variety of tasks, task importance, the nature of the task, independence and feedback in job has significant impact on reducing employee's burnout syndrome.



Keywords: job characteristics, task variety, task importance, the nature of the task, burnout

1- Introduction

In today's competitive world, organizations are constantly seeking new ways to maximize employee's performance and efforts. Changing conditions governing organizations, increasing competition and the need for their effectiveness in such conditions, reveals their need for valuable generation of staff, generation that are known as (soldiers organizational) [1]. One of the factors affecting the performance and effectiveness of human resources in organizations, is the phenomenon of job burnout. It seems job burnout be related to psychological stress. Psychological stress occurs when there is an imbalance between environmental demands with their ability to respond them [2]. Whatever environmental demands increases and their ability to respond them reduces psychological stress is created which causes negative experience in individual and job burnout. In fact, job burnout occurs as a result of psychological constant stress [3].

In the field of organizational behavior, these facts are not hidden from researchers point.

They have developed the theory of job characteristics to identify and introduce job characteristics, combining these characteristics with each other and the relationship between job characteristics and employee motivation, job satisfaction and their performance [4].

Prelude to job characteristics attitude was Turner and Lawrence studies. They performed a major project to evaluate the staff react to different jobs. They believed that employees prefer complex and hardworking jobs to monotonous and uninteresting jobs and believe that the complexity of the job will follow satisfaction and presence of employees [5].

Job burnout is a form of professional risk that is associated with reduction in employees' physical and mental energy. Nowadays job burnout has attracted great attention by researchers and corporate leaders that mainly is related to important individual and organizational outcomes such as job performance, organizational behavior, job attitudes and negative psychological consequences. Job burnout has negative impact on employees, their family, friends and those around them and in general a negative impact on society, and can reduce quality of life for employees both at work and in their home. Over time, job burnout can lead to increased problems at home and also withdrawal from friends and family [6]. Job burnout is a painful experience for individuals and for organizations is a costly phenomenon. According to available information in the European Union, every year twenty million euros is allocated to expenditure of job burnout. In the United States this cost is 350 million dollars



per year. Costs of job burnout for employees and their families is also very heavy which includes direct costs such as membership and participation of employees, absenteeism, turnover, strikes, reduced job performance, reducing the quality and quantity of output and job accident and indirect costs such as loss of vitality, job dissatisfaction, low commitment, reducing the quality of relationships, distrust, hostility and aggression [7].

Researchers believe that organizational factors have a significant impact on job burnout. For example Escholz et al (1995) suggest that where people are involved in decisions related to their jobs and can determine their most important business processes, their job burnout risk reduces. On the other hand formal structures and inflexible rules and policies can lead to an increase in employees' job burnout. Their research has shown that employees in organizations with corporate culture and team-based work are less experienced job burnout [8].

One of the factors related to job burnout among employees and avoid its consequences, is existence of desirable characteristics of a career in organizational jobs. Characteristics such as variety of jobs, the importance of jobs, being conceptual, independence and feedback in job can cause results such high arousal, a better job quality, more job satisfaction, reduce absenteeism and displacement and reduce career leave and these factors directly will cause to reduce staff burnout and its consequences [9]. So with regard to the basic components of job characteristics such as variety, importance, with identity, independence and authority in job and feedback on the one hand and job burnout on the other hand, in this research we intended to study the relationship between these two issues by looking (the impact of job characteristics on job burnout) [10].

Changing conditions, increased competition and the need for organizational effectiveness in such conditions, reveals their need to valuable generation of employees, more than ever; The generation that they are known as Organization soldiers. These employees certainly, are distinction aspects of effective and non-effective organizations, because without any expectation act in addition to their official role and do not hesitate any effort [11]. Ming and Tien in their research entitled whether the standardization of jobs cause to increase job burnout? In 2003, examined the relationship between standardization of jobs with components of job burnout (depersonalization, emotional exhaustion and reduced personal accomplishment). Samples of this study were 412 workers employed in manufacturing and service companies in Taiwan. Data by using analysis model, proved survey path and the



results of existence of a positive relationship between job conflict and job burnout. Results showed that reduction of standardization of jobs indirectly cause to increase job burnout. This study showed that there is a correlation between standardization of jobs with job burnout [12].

In today's world, most managers want workers who work over the duties of their job description. They are looking for workers who go beyond expectations, in their desire engage in behaviors that are not part of the official duties of their job. In general, those job behaviors of employees that have a strong influence on the effectiveness of organization's activities, has attracted attention of many researchers and administrators to itself. On the other hand, appropriate organizational and job conditions should be created for creation of qualified and competent employees in order to increase efficiency and effectiveness and ultimately organizational productivity in today's changing environment [13].

One of these situations is the existence of desirable job properties in organizational jobs that will lead employees' satisfaction and increasing the efficiency and effectiveness. So existence of motivated and committed employees to achieve organizational goals is considered as a very important and essential issue that according to this important in this research we tried to examine the impact of suitable job characteristics on job burnout so we can present appropriate solutions to reduction of employee's burnout [14].

2- Methods and research hypotheses

2-1- Research Methodology

The research method in this research is descriptive survey method. The data collecting tools in this research is questionnaire. Research spatial domain is Qom province (Directorate General of Youth and Sports Qom Province).

The subject of this study is investigation of organizational behavior and human resources, with emphasis on the impact of job characteristics on job burnout in the General Directorate of Youth and Sport. This research was conducted in the second half of 1395.

Statistical population of this study consisted of 230 employees of the executive and director sector of the Department of Sport and Youth with diploma, associate degree, bachelor's, master's and Ph.D. degree. Using Cochran formula and consider the error of 5% sample size will be 144 employees of the General Directorate of Youth and Sport that by using a questionnaire survey was conducted from them.

2-2- Hypotheses



The main hypothesis in this research is as follows, job characteristics affects job burnout.

Also secondary hypotheses are as follows:

- 1- Variety of tasks and skills affects job burnout.
- 2- The identity of duty affects job burnout.
- 3- Importance of task affects job burnout.
- 4- Autonomy and authority at work affects job burnout.
- 5- Feedback on work affects job burnout.

2-3- Conceptual model of research

Conceptual model of research is designed with study in the literature based on Hackman and Oldham job characteristics model.

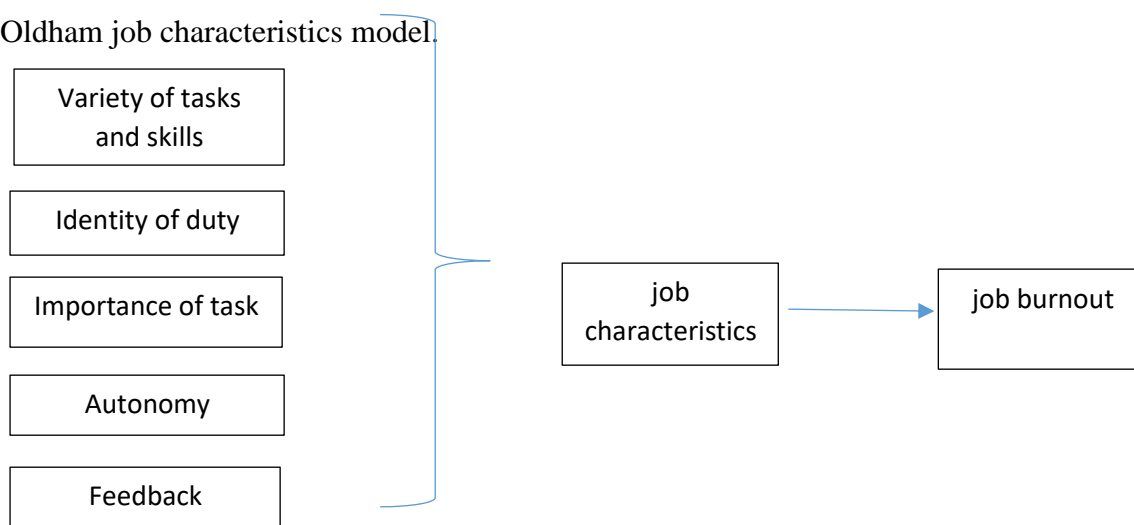


Figure 1: Conceptual model used in this study, Hackman and Oldham -1976

3- Research findings (data analysis)

3-1- Descriptive findings

According to Table (1) of the 144 participants, 21.5% equivalent to 31 patients are less than 30 years, 43.1 percent equivalent to 62 patients are between 30-40 years, 23.6 percent equivalent to 34 patients are between 40-50 years and 11.8 percent equivalent to 17 people are over 50 years.

Table 1: Frequency distribution related to variable age



CUMULATIVE PERCENT	PERCENT	DISTRIBUTION	AGE
21.5	21.5	31	LESS THAN 30
64.6	43.1	62	30-40 YEARS
88.2	23.6	34	40-50 YEARS
100.0	11.8	17	OVER 50 YEARS
	100.0	144	TOTAL

Gender is one of the variables with a nominal scale that table (2), shows frequency table of this variable for the sample. According to Table (2) of the 143 participants that responded to this question, 91 percent equivalent to 131 people are including male and 8.3 percent equivalent to 12 people including female.

Table 2: Frequency distribution related to variable of Gender

VALID PERCENT	PERCENT	DISTRIBUTION	GENDER
91.6	91.0	131	MALE
8.4	8.3	12	FEMALE
100.0	99.3	143	TOTAL NUMBER OF VALID
	.7	1	NUMBER OF UNANSWERED
	100.0	144	TOTAL



Education is one of the variables with an ordinal scale that Table (3), shows frequency table of this variable for the sample. According to Table 3 among all participants, education of 6.9 percent the equivalent to 10 people are under diplomas, 4.9 percent equivalent to 7 people are diplomas, 6.9 percent equivalent to 10 people have associate degree, 22.2 percent equivalent to 32 people are a bachelor, 36.8 percent equivalent to 53 people are Masters and 22.2 percent equivalent to 32 people are Ph.D.

Table 3: Frequency distribution related to variable of Educational level

CUMULATIVE PERCENT	PERCENT	DISTRIBUTION	EDUCATIONAL LEVEL
6.9	6.9	10	UNDER DIPLOMAS
11.8	4.9	7	DIPLOMAS
18.8	6.9	10	ASSOCIATE DEGREE
41.0	22.2	32	BACHELOR
77.8	36.8	53	MASTERS
100.0	22.2	32	PH.D
	100.0	144	TOTAL

According to the grouping years of service in the four-level is a variable with ordinal scale that Table 4, shows frequency table of this variable for the sample. According to Table 4 among all participants, work experience of 31.2 percent equivalent to 45 patients is less than 5 years, 38.9% equivalent to 56 patients is between 5 and 10 years, 20.8 percent equal to 30 patients is 10 to 15 years, 7.6 percent equivalent to 11 patients is 15 to 20 years and 7.6 percent equivalent to 2 people is 20 years and over.

Table 4: Frequency distribution related to variable of years of service



CUMULATIVE PERCENT	PERCENT	DISTRIBUTION	YEARS OF SERVICE
31.2	31.2	45	LESS THAN 5 YEARS
70.1	38.9	56	5 TO 10 YEARS
91.0	20.8	30	10 TO 15 YEARS
98.6	7.6	11	15 TO 20 YEARS
100.0	1.4	2	20 YEARS AND OVER
	100.0	144	TOTAL

3-2- Descriptive findings

3-2-1- The main hypothesis

Job characteristics affect job burnout.

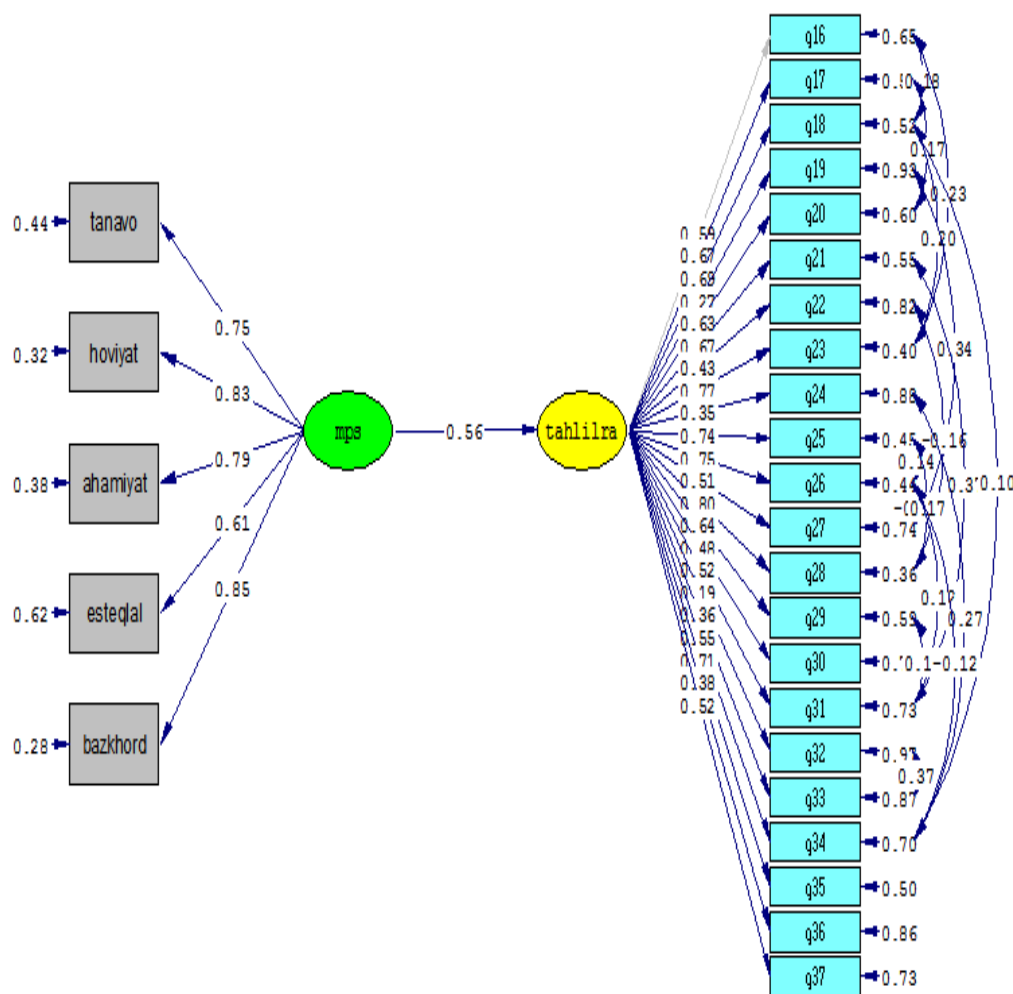
To examine the relationship between job characteristics and burnout Spearman correlation coefficient was used. The value of this coefficient is 0.496 and significant level of correlation test is 0.000 so null hypothesis is rejected. Null hypothesis in this test is lack of correlation between two variables.

With structural equation modeling by LISREL software, the model in the proposed amendments provides suggestions for model fitting that was carried out in the model. Figures 2 and 3 and Table 5 show results of the modified main hypothesis test using structural equation modeling method.



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Chi-Square=613.80, df=307, P-value=0.00000, RMSEA=0.084

Figure 2: Modified main research hypothesis model in the standard mode



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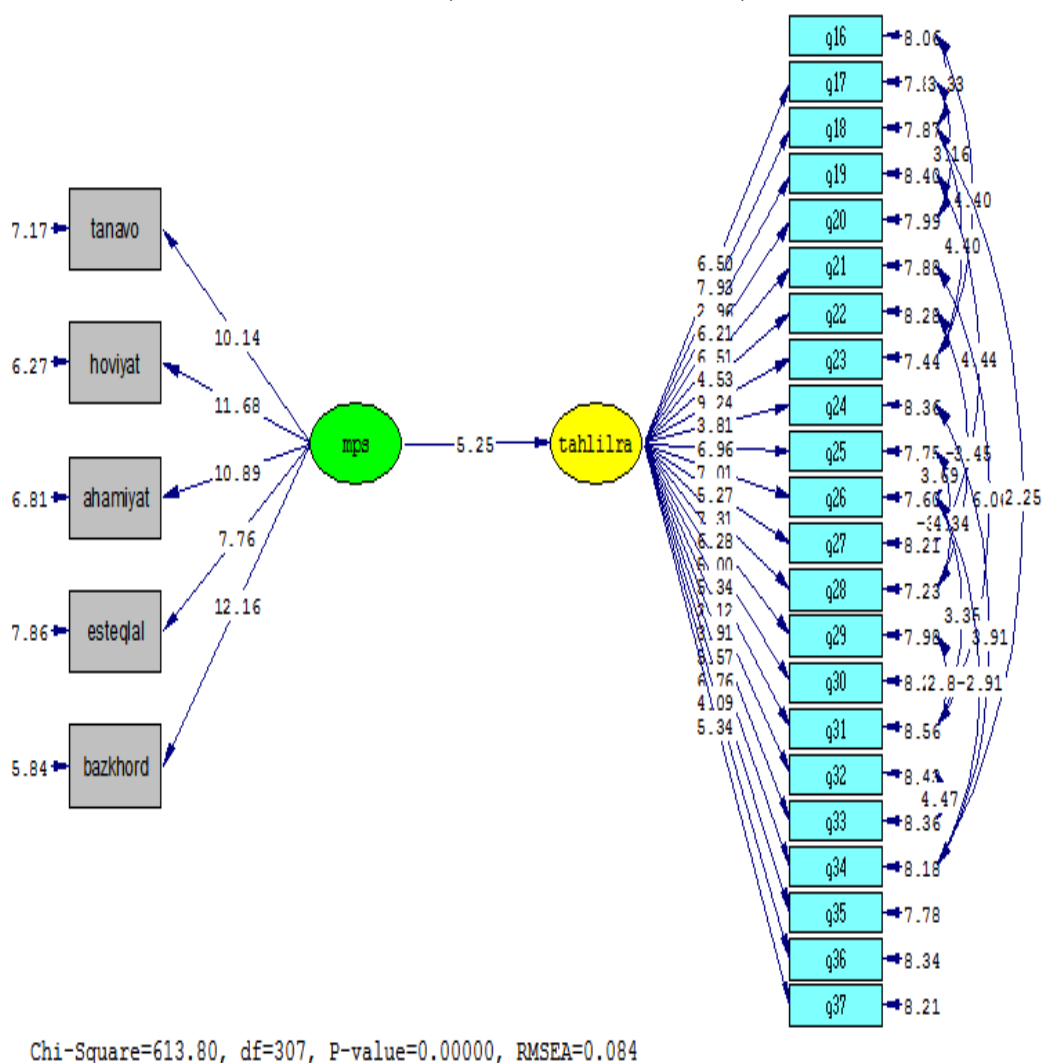


Figure 3: Modified main research hypothesis model in the meaningful mode

Among the fitness indexes is ratio of X on degree of freedom. Amount of this index is equal to 1.99, which is less than the allowed amount 3 and amount of RMSEA is also equal to 0.084 that is not more than 0.1. The amount of P-VALUE is less than 0.05. According to the standard coefficient, job characteristics based on five factors: diversity, identity, significance, autonomy and feedback lead to reduce job burnout up to 56% in the General Directorate of Youth and Sport. According to researchers disagreement on the best measuring indicator other indicators are shown in Table 5. The results indicate that the causal relationship between components of job characteristics in the administration and components of job burnout can be relied good.

Table 5: Modified Indicators of the appropriateness of the main hypothesis



APPROPRIATENESS INDEX	THE INDEX VALUE
) NFI (SOFTENED FIT INDEX	0.89
) NNFI (NON SOFT FIT INDEX	0.93
COMPARATIVE FIT INDEX (CFI)	0.94
) IFI (INCREMENTAL FIT INDEX	0.94
) RFI (RELATIVE FIT INDEX	0.88
) GFI (GOODNESS OF FIT INDEX	0.86
) AGFI (ADJUSTED GOODNESS OF FIT INDEX	0.80

3-2-2- Secondary hypotheses

4- Variety of tasks and skills affects job burnout.

Spearman correlation coefficient was used to examine the relationship between the diversity of tasks and skills and burnout. The value of this coefficient is 0.366 and significant level of correlation test is 0.001. Therefore, the null hypothesis is rejected. In this test the null hypothesis is lack of correlation between the two variables. With structural equation modeling by LISREL software, the model in the proposed amendments provides suggestions for model fitting that was carried out in the model. Figures 4, 5 and Table 6, show the first modified sub-hypothesis test results of research using structural equation modeling method.

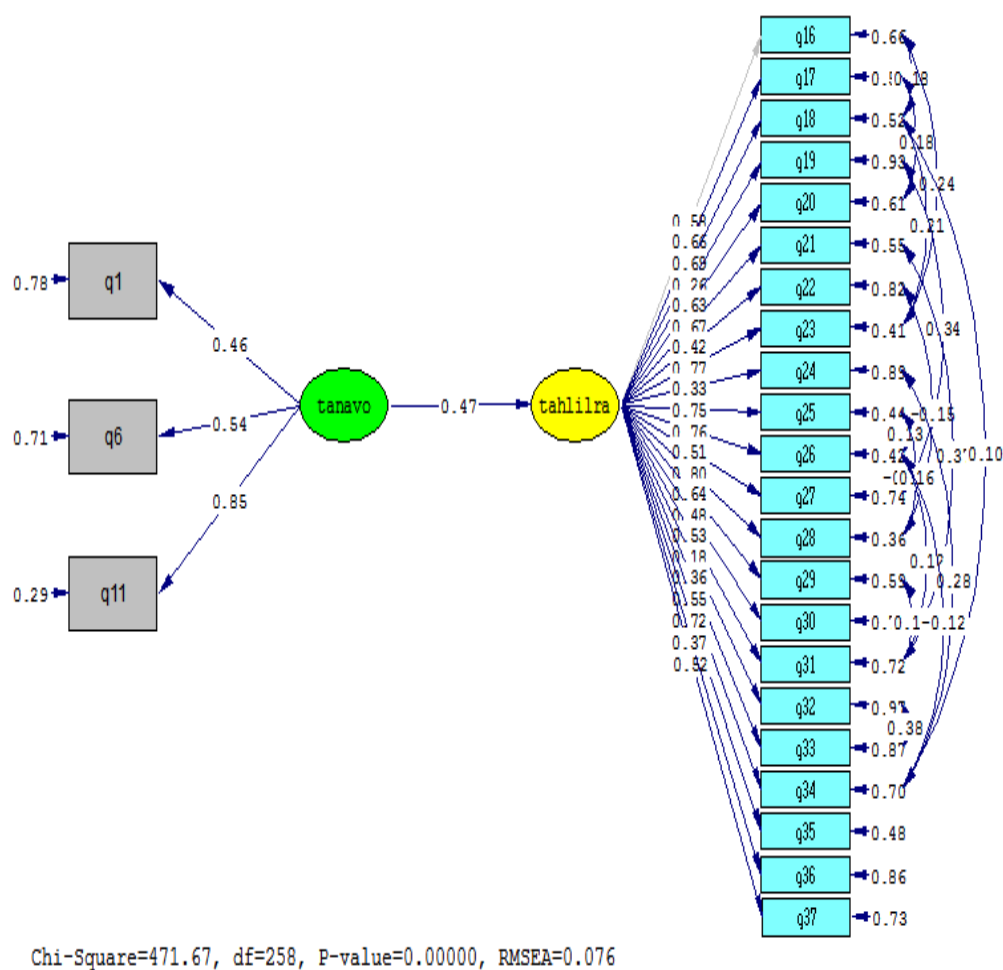


Figure 4: Modified first sub-hypothesis of research model in the standard mode



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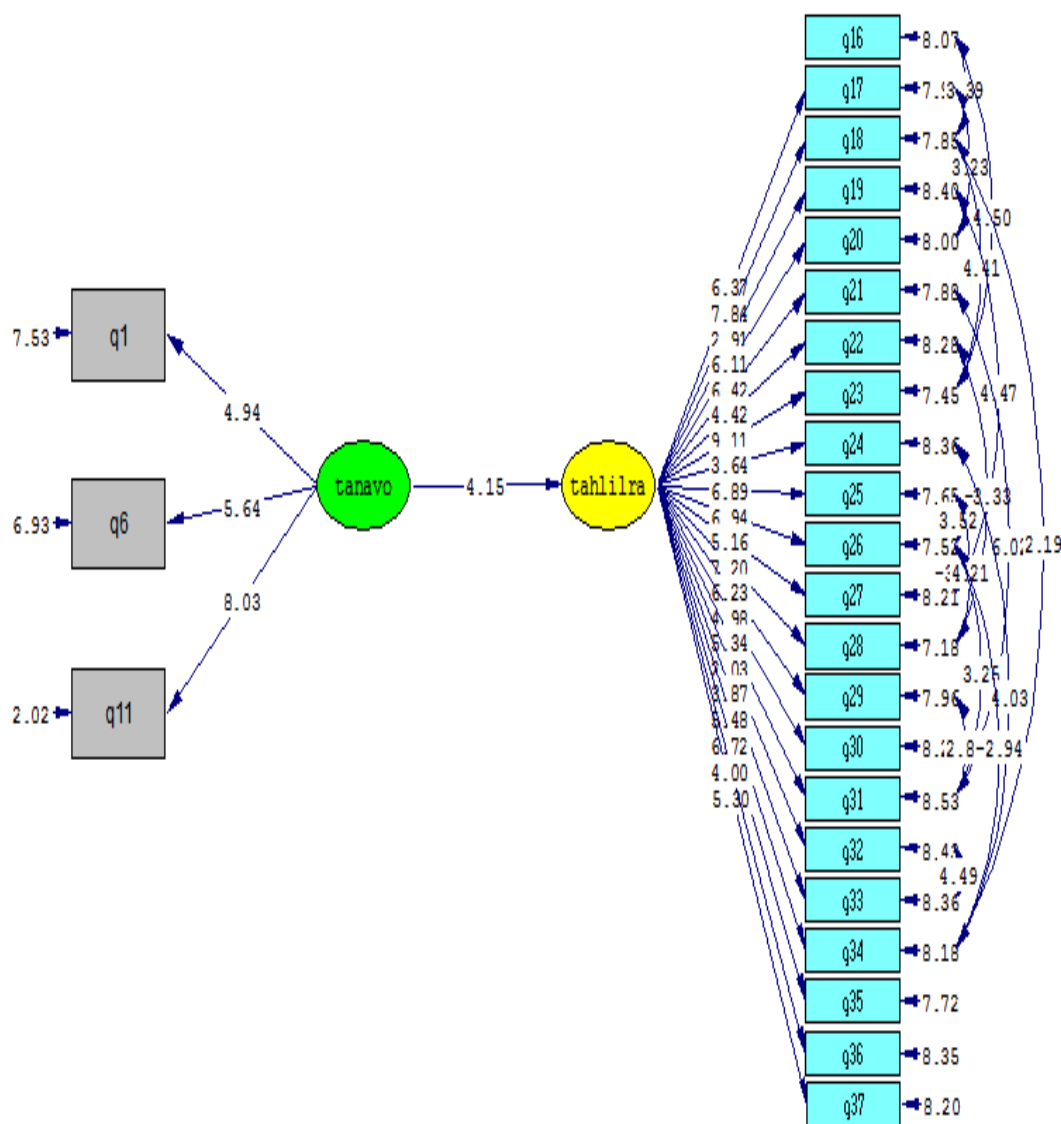


Figure 5: Modified first sub-hypothesis of research model in the meaningful mode

Among the fitness indexes is ratio of X on degree of freedom. Amount of this index is equal to 1.83, which is less than the allowed amount 3 and amount of RMSEA is also equal to 0.076 that is not more than 0.1. The amount of P-VALUE is less than 0.05. According to the standard coefficient, diversity of tasks and skills lead to reduce job burnout in this department up to 47%. According to researchers disagreement on the best measuring indicator other indicators are shown in Table 6. Haidar Ali Hooman considers RMSEA as desired index and CFI as the best indicator. Fit indices were more than 0.8 and on this basis the model fit is acceptable. Note that the value of CFI is greater than 0.9. All of these cases indicate that the



causal relationship between components of diversity of tasks and skills in this administration and components of job burnout can be relied good.

Table 6: Modified Indicators of the appropriateness of the first sub-hypothesis

APPROPRIATENESS INDEX	THE INDEX VALUE
) NFI (SOFTENED FIT INDEX	0.90
) NNFI (NON SOFT FIT INDEX	0.94
COMPARATIVE FIT INDEX (CFI)	0.95
) IFI (INCREMENTAL FIT INDEX	0.95
) RFI (RELATIVE FIT INDEX	0.88
) GFI (GOODNESS OF FIT INDEX	0.89
) AGFI (ADJUSTED GOODNESS OF FIT INDEX	0.84

5- The identity of duty affects job burnout.

Spearman correlation coefficient was used to examine the relationship between the identity of duty and burnout. The value of this coefficient is 0.55 and significant level of correlation test is 0.000. Therefore, the null hypothesis is rejected. In this test the null hypothesis is lack of correlation between the two variables. Also, the positive value of correlation coefficient indicates alignment of these two variables, Figures 6, 7 and Table 7, show the second modified sub-hypothesis test results of research using structural equation modeling method.

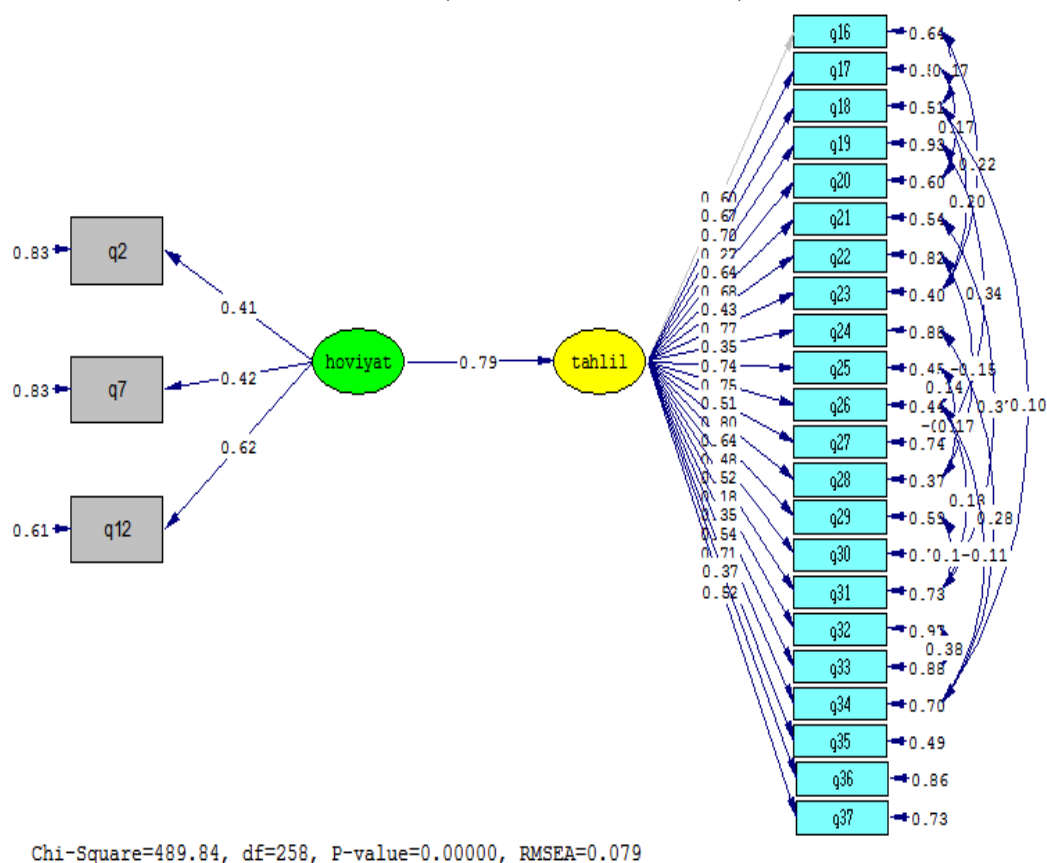


Figure 6:

Modified second sub-hypothesis of research model in the standard mode

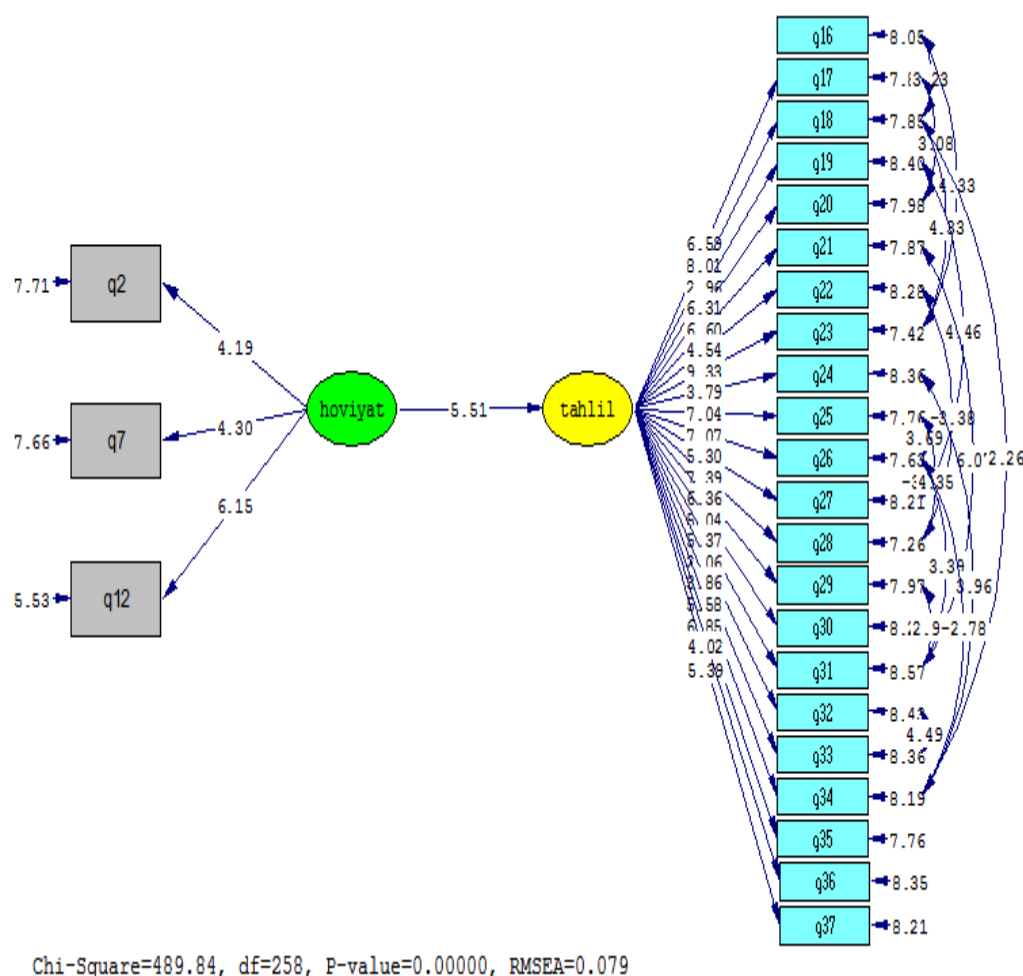


Figure 7: Modified second sub-hypothesis of research model in the meaningful mode

Among the fitness indexes is ratio of X on degree of freedom. Amount of this index is equal to 1.90, which is less than the allowed amount 3 and amount of RMSEA is also equal to 0.079 that is not more than 0.1. The amount of P-VALUE is less than 0.05. According to the standard coefficient, identity of duty lead to reduce job burnout in this department up to 79%. According to researchers disagreement on the best measuring indicator other indicators are shown in Table 7. Based on fit indexes in the table (4, 24) the model has acceptable suitability. All of these cases indicate that the causal relationship between components of identity of duty in this administration and components of job burnout can be relied good.

Table 7: Modified Indicators of the appropriateness of the second sub-hypothesis

APPROPRIATENESS INDEX	THE INDEX VALUE
) NFI (SOFTENED FIT INDEX	0.90
) NNFI (NON SOFT FIT INDEX	0.94



COMPARATIVE FIT INDEX (CFI)	0.95
) IFI (INCREMENTAL FIT INDEX)	0.95
) RFI (RELATIVE FIT INDEX)	0.88
) GFI (GOODNESS OF FIT INDEX)	0.88
) AGFI (ADJUSTED GOODNESS OF FIT INDEX)	0.83

6- Importance of task affects job burnout.

Spearman correlation coefficient was used to examine the relationship between the Importance of task and burnout. The value of this coefficient is 0.466 and significant level of correlation test is 0.000. Therefore, the null hypothesis is rejected. In this test the null hypothesis is lack of correlation between the two variables. Also, the positive value of correlation coefficient indicates alignment of these two variables, in other words, by increasing the importance of task of the participants, their lack of burnout is higher. The correlation coefficient can't express causal relationship, so structural equation modeling was used to infer the relationships.

With structural equation modeling by LISREL software, the model in the proposed amendments provides suggestions for model fitting that was carried out in the model. Figures 8, 9 and Table 8, show the third modified sub-hypothesis test results of research using structural equation modeling method.



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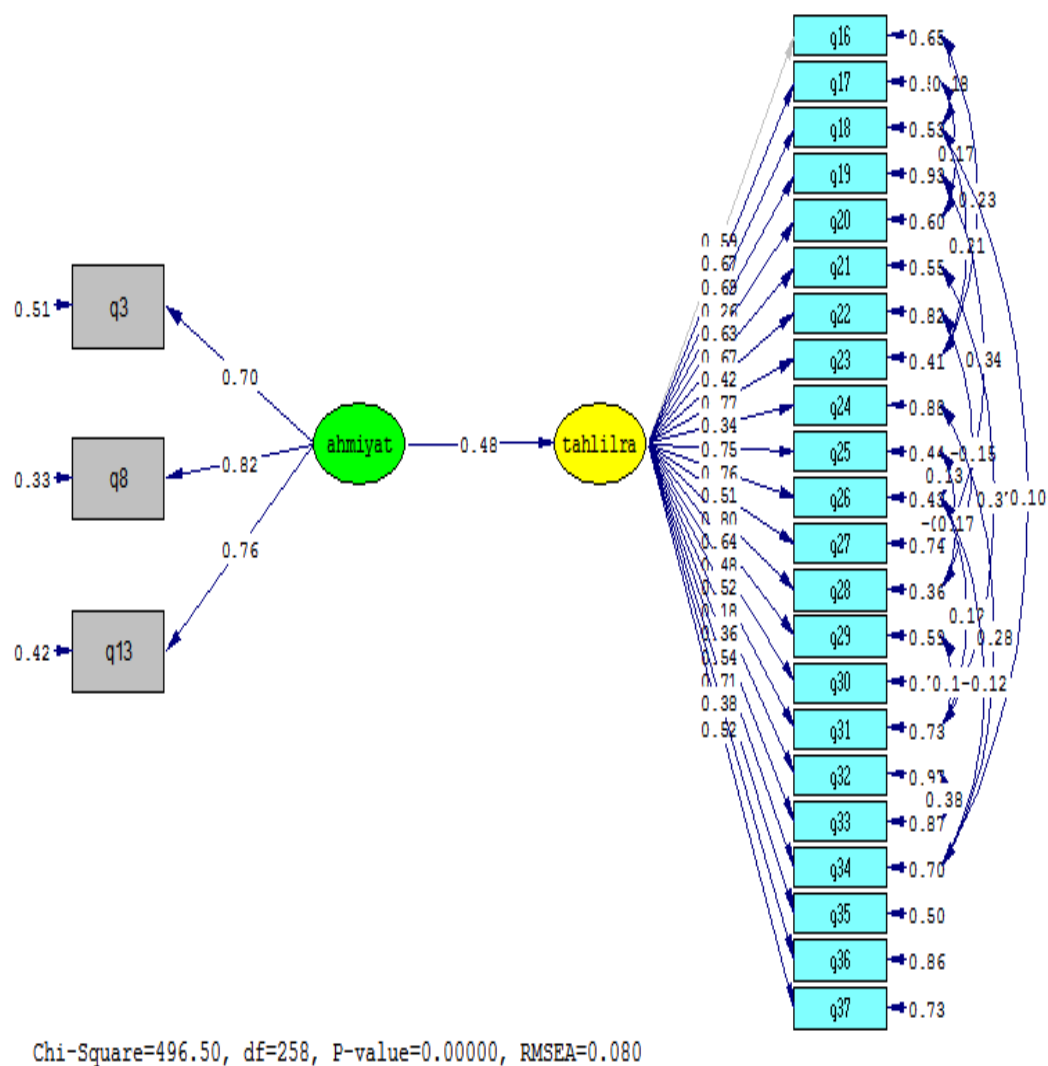


Figure 8: The research third sub-hypothesis in standard mode



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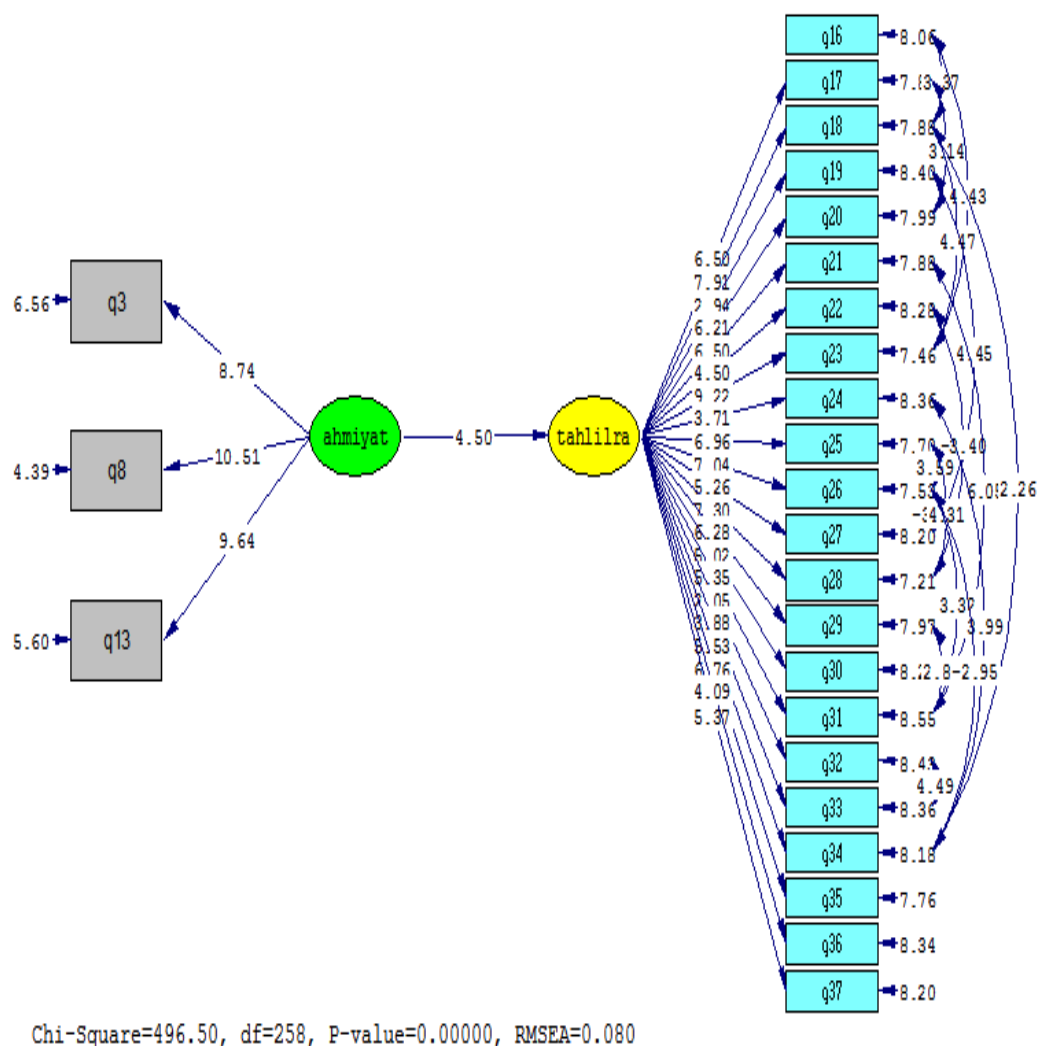


Figure 9: The research third sub-hypothesis in meaningful mode

Among the fitness indexes is ratio of X on degree of freedom. Amount of this index is equal to 1.99, which is less than the allowed amount 3 and amount of RMSEA is also equal to 0.065 that is not more than 0.1. The amount of P-VALUE is less than 0.05. According to the standard coefficient, Importance of task lead to reduce job burnout in this department up to 48%. According to researchers disagreement on the best measuring indicator other indicators are shown in Table 8. Haidar Ali Hooman considers RMSEA as desired index and CFI as the best indicator. Based on fit indexes in the table (8) the model has acceptable suitability. All of these cases indicate that the causal relationship between components of Importance of task in this administration and components of job burnout can be relied good.



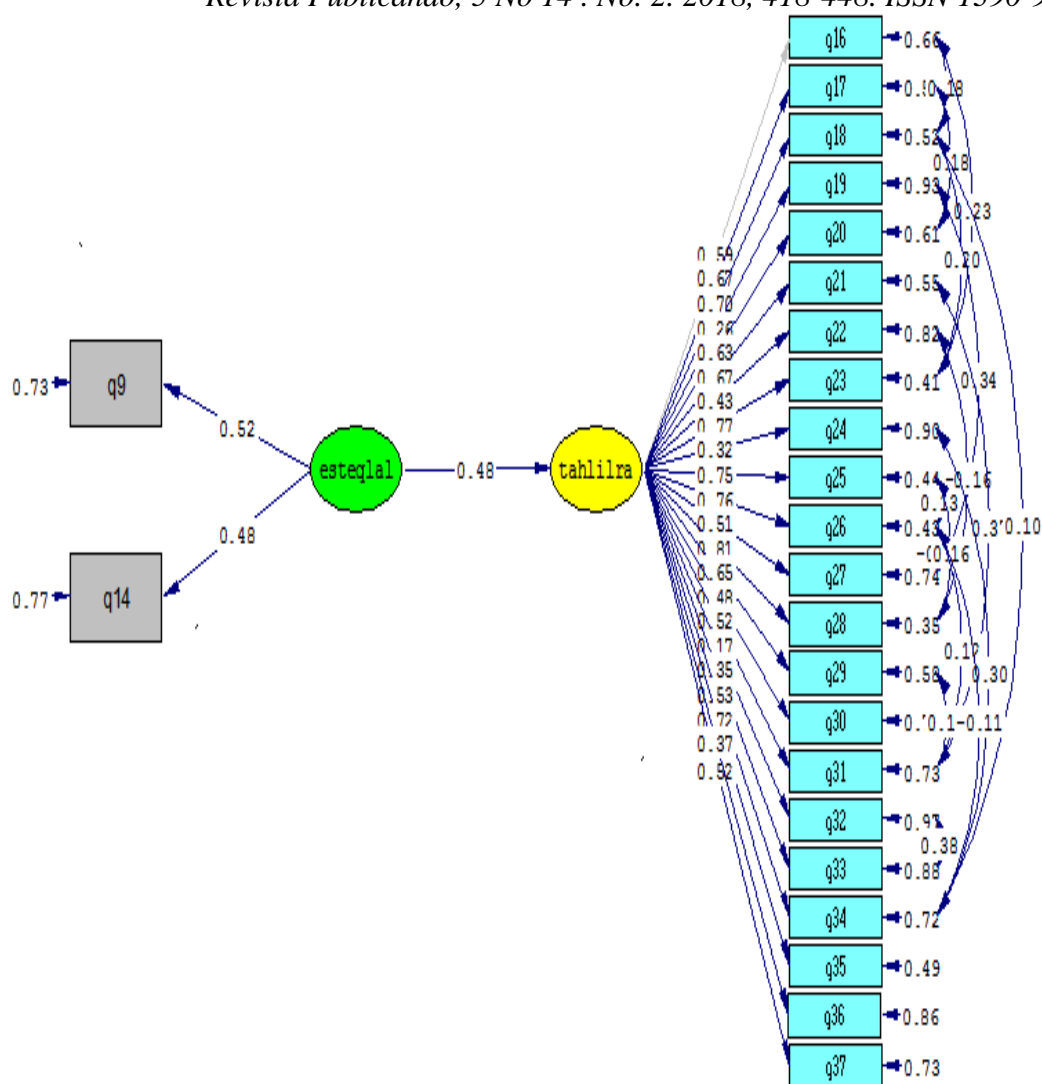
Table 8: Modified Indicators of the appropriateness of the third sub-hypothesis

APPROPRIATENESS INDEX	THE INDEX VALUE
) NFI (SOFTENED FIT INDEX	0.89
) NNFI (NON SOFT FIT INDEX	0.93
COMPARATIVE FIT INDEX (CFI)	0.94
) IFI (INCREMENTAL FIT INDEX	0.94
) RFI (RELATIVE FIT INDEX	0.88
) GFI (GOODNESS OF FIT INDEX	0.88
) AGFI (ADJUSTED GOODNESS OF FIT INDEX	0.83

7- Autonomy and authority at work affects job burnout.

Spearman correlation coefficient was used to examine the relationship between the Autonomy and authority at work and burnout. The correlation coefficient shows intensity of the relationship and the type of relationship (direct or reverse). The value of this coefficient is 0.292 and significant level of correlation test is 0.000. Therefore, the null hypothesis is rejected. In this test the null hypothesis is lack of correlation between the two variables. Also, the positive value of correlation coefficient indicates alignment of these two variables, in other words, by increasing the Autonomy and authority at work of the participants, their lack of burnout is higher. The correlation coefficient can't express causal relationship, so structural equation modeling was used to infer the relationships.

With structural equation modeling by LISREL software, the model in the proposed amendments provides suggestions for model fitting that was carried out in the model. Figures 10, 11 and Table 9, show the fourth modified sub-hypothesis test results of research using structural equation modeling method.



Chi-Square=442.06, df=235, P-value=0.00000, RMSEA=0.078

Figure 10: The research fourth sub-hypothesis in standard mode

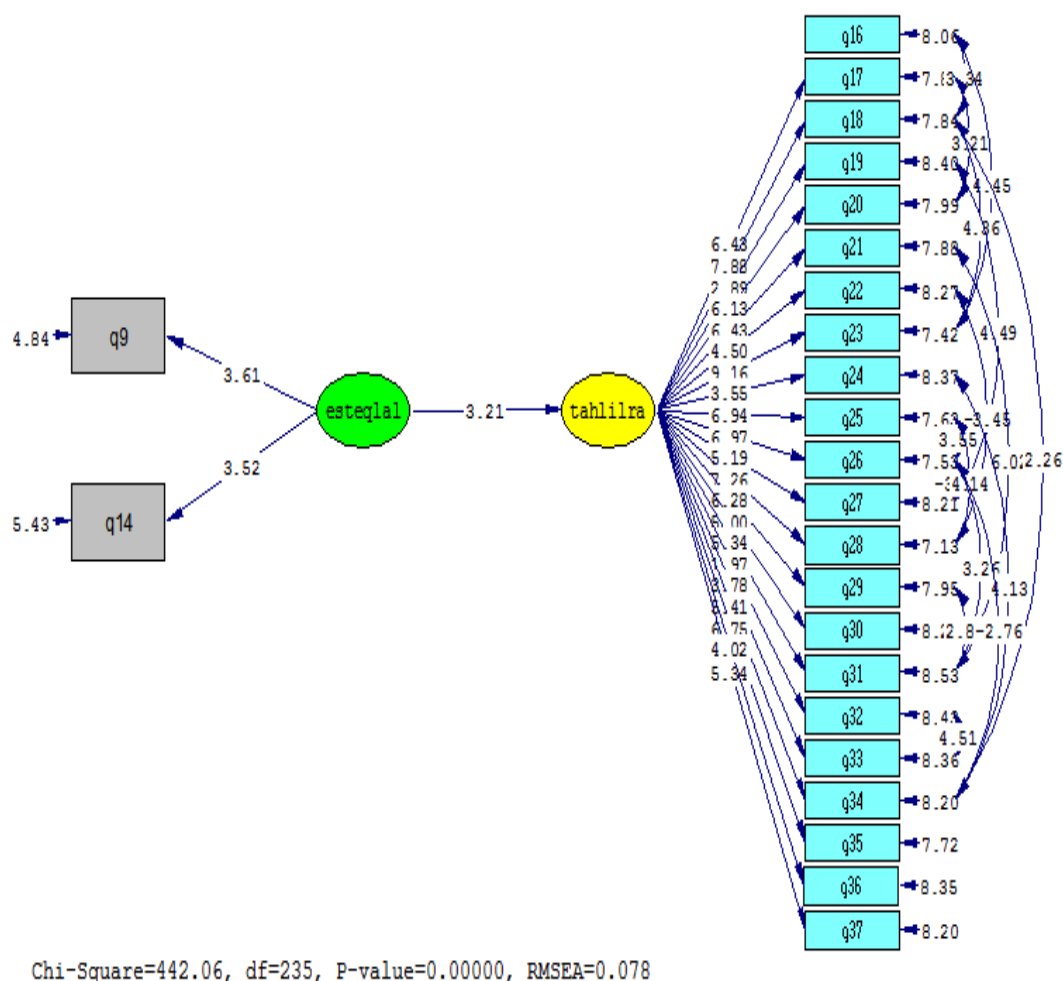


Figure 11: The research fourth sub-hypothesis in meaningful mode

Among the fitness indexes is ratio of X on degree of freedom. Amount of this index is equal to 1.88, which is less than the allowed amount 3 and amount of RMSEA is also equal to 0.078 that is not more than 0.1. The amount of P-VALUE is less than 0.05. According to the standard coefficient, Autonomy and authority at work lead to reduce job burnout in this department up to 48%. According to researchers disagreement on the best measuring indicator other indicators are shown in Table 9. Based on fit indexes in the table (9) the model has acceptable suitability. All of these cases indicate that the causal relationship between components of Autonomy and authority at work in this administration and components of job burnout can be relied good.

Table 9: Modified Indicators of the appropriateness of the fourth sub-hypothesis

APPROPRIATENESS INDEX	THE INDEX VALUE
) NFI (SOFTENED FIT INDEX	0.90



) NNFI (NON SOFT FIT INDEX	0.94
COMPARATIVE FIT INDEX (CFI)	0.94
) IFI (INCREMENTAL FIT INDEX	0.95
) RFI (RELATIVE FIT INDEX	0.88
) GFI (GOODNESS OF FIT INDEX	0.85
) AGFI (ADJUSTED GOODNESS OF FIT INDEX	0.84

8- Feedback on work affects job burnout.

Spearman correlation coefficient was used to examine the relationship between the Feedback on work and burnout. The correlation coefficient shows intensity of the relationship and the type of relationship (direct or reverse). This coefficient is between -1 and 1, and if there is no relationship between the two variables is equal to zero. The value of this coefficient is 0.5 and significant level of correlation test is 0.000. Therefore, the null hypothesis is rejected. In this test the null hypothesis is lack of correlation between the two variables. Also, the positive value of correlation coefficient indicates alignment of these two variables, in other words, by increasing the Feedback on work of the participants, their lack of burnout is higher. The correlation coefficient can't express causal relationship, so structural equation modeling was used to infer the relationships.

With structural equation modeling by LISREL software, the model in the proposed amendments provides suggestions for model fitting that was carried out in the model. Figures 12, 13 and Table 10, show the fifth modified sub-hypothesis test results of research using structural equation modeling method. Figure 4-15 represents the standard coefficient (B), the observed causal relationship between research variables, Figure 4-16 is research hypothesis in meaningful mode.

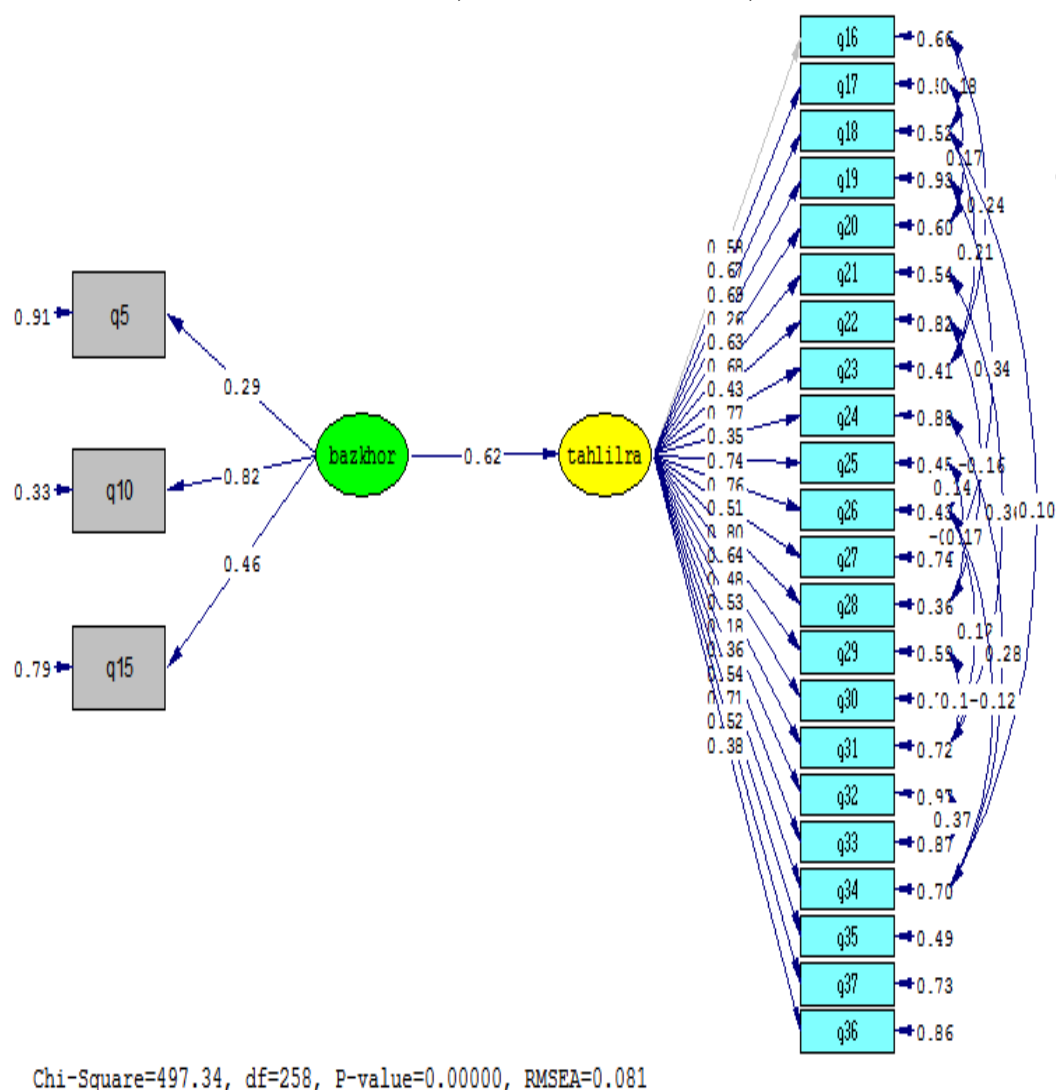


Figure 12: The research fifth sub-hypothesis in standard mode



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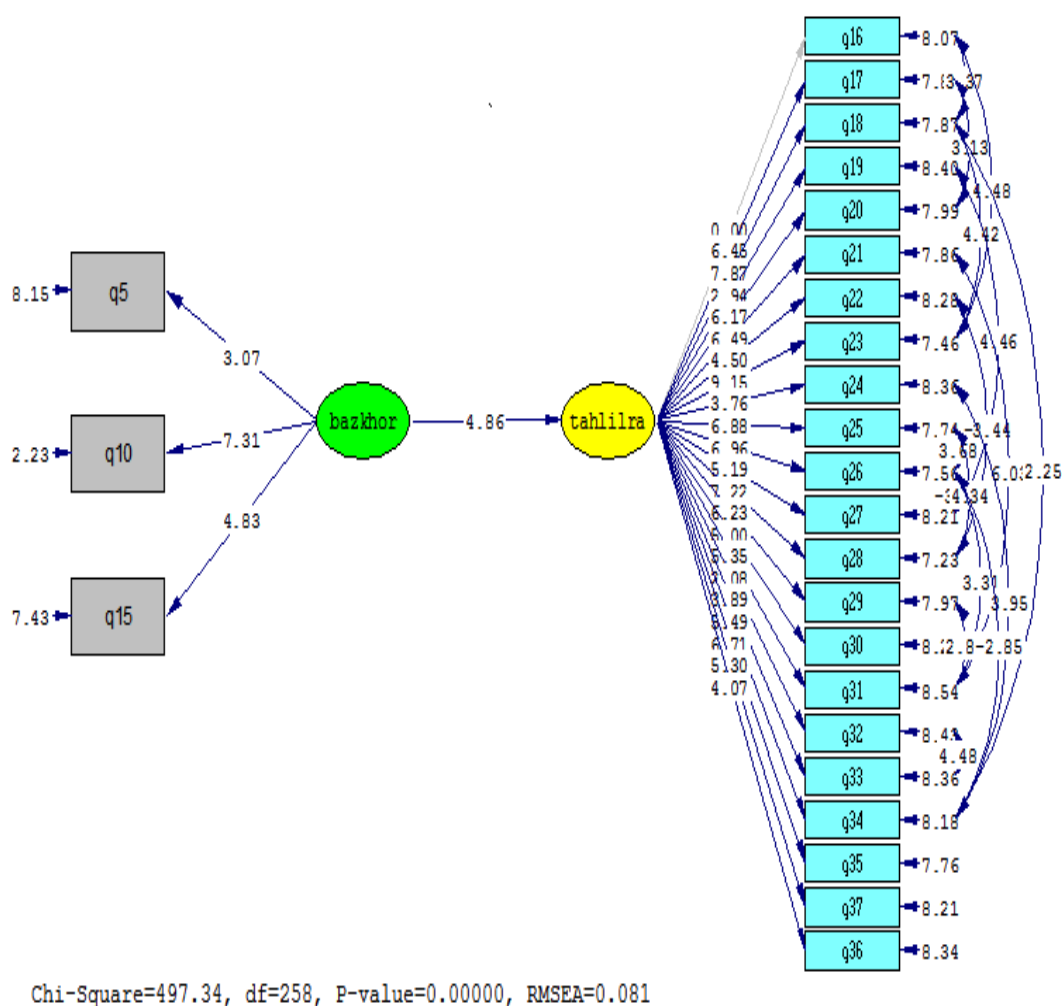


Figure 13: The research fifth sub-hypothesis in meaningful mode

Among the fitness indexes is ratio of X on degree of freedom. Amount of this index is equal to 1.99, which is less than the allowed amount 3 and amount of RMSEA is also equal to 0.065 that is not more than 0.1. The amount of P-VALUE is less than 0.05. According to the standard coefficient, Feedback on work lead to reduce job burnout in this department up to 62%. According to researchers disagreement on the best measuring indicator other indicators are shown in Table (4-27). Haidar Ali Hooman considers RMSEA as desired index and CFI as the best indicator (Hooman, 1393: 43). Since the coefficient of which causes the acceptance of a model by indicator is optional, at this thesis indices above 0.8 show suitability of the model. Based on fit indexes in the table (10) the model has acceptable suitability. All of these cases indicate that the causal relationship between components of Feedback on work in the administration and components of job burnout can be relied good.



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Table 10: Modified Indicators of the appropriateness of the fifth sub-hypothesis

APPROPRIATENESS INDEX	THE INDEX VALUE
) NFI (SOFTENED FIT INDEX	0.89
) NNFI (NON SOFT FIT INDEX	0.93
COMPARATIVE FIT INDEX (CFI)	0.94
) IFI (INCREMENTAL FIT INDEX	0.94
) RFI (RELATIVE FIT INDEX	0.87
) GFI (GOODNESS OF FIT INDEX	0.86
) AGFI (ADJUSTED GOODNESS OF FIT INDEX	0.83

4- Conclusion

4-1- Confirming Research hypotheses

4-1-1- The main research hypothesis

The main hypothesis of this research explains the impact of job characteristics on job burnout. According to the path coefficient 0.56 and also T as amount of 5.25 can be said: job characteristics in confidence level of 95 percent has significant impact on job burnout; According to the correlation coefficient 0.49 with an increase in job characteristics, lack of job burnout increases. The main hypothesis of this research is significant and is confirmed.

4-1-2- Secondary hypotheses of research

The first secondary hypothesis of research:

The first secondary hypothesis of research explains the impact of variety of tasks and skills on the job burnout. This hypothesis was confirmed, in the sense that variety of tasks and skills is effective on job burnout. According to the statistical analysis path coefficient between two variables is 0.47. Amount of T between these two variables 4.15 indicates that this relationship is significant and according to correlation coefficient of 0.36 with an increase in the variety of tasks and skills, lack of job burnout increases. Thus first research secondary hypothesis is significant and is approved.



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The second secondary hypothesis of research:

The second secondary hypothesis of research explains the impact of identity of task on the job burnout. This hypothesis was confirmed, in the sense that identity of task is effective on job burnout. According to the statistical analysis path coefficient between two variables is 0.79. Amount of T between these two variables 5.51 indicates that this relationship is significant and according to correlation coefficient of 0.55 with an increase in the identity of task, lack of job burnout increases. Thus second research secondary hypothesis is significant and is approved.

The third secondary hypothesis of research:

The third secondary hypothesis of research explains the impact of the importance of task on the job burnout. This hypothesis was confirmed, in the sense that the importance of task is effective on job burnout. According to the statistical analysis path coefficient between two variables is 0.48. Amount of T between these two variables 4.5 indicates that this relationship is significant and according to correlation coefficient of 0.46 with an increase in the importance of task, lack of job burnout increases. Thus third research secondary hypothesis is significant and is approved.

The forth secondary hypothesis of research:

The forth secondary hypothesis of research explains the impact of Autonomy and authority at work on the job burnout. This hypothesis was confirmed, in the sense that the Autonomy and authority at work is effective on job burnout. According to the statistical analysis path coefficient between two variables is 0.48. Amount of T between these two variables 3.21 indicates that this relationship is significant and according to correlation coefficient of 0.29 with an increase in the Autonomy and authority at work, lack of job burnout increases. Thus forth research secondary hypothesis is significant and is approved.

The fifth secondary hypothesis of research:

The fifth secondary hypothesis of research explains the impact of Feedback on work on the job burnout. This hypothesis was confirmed, in the sense that the Feedback on work is effective on job burnout. According to the statistical analysis path coefficient between two variables is 0.62. Amount of T between these two variables 4.86 indicates that this relationship is significant and according to correlation coefficient of 0.5 with an increase in the Feedback on work, lack of job burnout increases. Thus fifth research secondary hypothesis is significant and is approved.



4-2- Results

As the results of statistical research show there is a significant relationship between job characteristics and job burnout. It means that with upgrading the dimensions of job characteristics staff job burnout can be reduced.

Since the improvement of job characteristics because cause considering work meaningful, creating a sense of responsibility and awareness of the consequences of one's performance, creates motivation, increases job satisfaction, improves performance, and ultimately reduces burnout.

Of course knowledge and skills, and desperately need to staff development should be considered. Because the promotion of job characteristics cause increased the motivational power of job and if a person have low intensity of growth and do not have knowledge and skills required to do the desired work, cause their distraction from work and the possibility of increased turnover.

In this regard, the following items are suggested to increase employee commitment by increasing motivational power of job.

9- Impact of the variety of tasks and skills

Since the statistical community of this research is Directorate General of Youth and Sports of Qom province and the tasks and activities of the department are identified and specified and employees are required to perform their duties in accordance with predetermined instructions, and according to high occurrence of burnout average among employees, so it seems one of the ways by which monotony and routine of tasks can be solved and reduce their fatigue by diversifying the type of employee's activities, is job rotation or workflow that this method suggests, employees deal another work in the same job level and employee's job be chosen in such a way that provide opportunity to work on a number of other projects that are of interest of staff and also the desired amount of variety of skills be created which through training courses these skills be upgraded and cause chance to use new technologies.

Such, by creating diversity in way of doing things cause to create pleasant feelings and experiences by the staff.

10- The identity of duty

Because of the extensive activities and tasks doing an activity can't be handed to an employee from beginning to end, but also every employee is responsible for part of the work and for maintaining the integrity of the activity that is done, a working group can be formed for that



activity to develop and maintain the identity of duty and people can achieve clear understanding of whole desired activity and its relationship with the organization's mission. Therefore, due to the low occupational identity is suggested by the increasing job importance for Employees, increase employees' sense of commitment that this will reduce staff job burnout.

Due to the low average of feedback among staff of officer posts, it is recommended to provide feedback to staff, each of employees at the end of day give report of their performance to the relevant director and receive feedback of their daily activities so by this way the staff be taken to result of their actions. This feedback therefore that directly and quickly is given to the employee could have many positive effects following and helps employees to assess their works daily and correct mistakes, improve performance and plan for their next day activity with greater awareness. It is also suggested that the designed evaluating form which quarterly assesses the activity of organizational employees, be reviewed and relevant results be provided to them. Also is recommended that general procedures of affairs be taught to the all employees in order to the employee himself can assess accuracy of affairs during the action and by getting feedback from the work itself, sense of self-efficacy be strengthened and affect affairs more and more.

11- The importance of task

The importance of task depends on principles and intellectual beliefs of each person that is considered as external factors and away from the control of the organization. In this regard, the primary choices for hiring more appropriate people and also the socialization processes of staff after entering the organization, can be considered as methods to join the people with the values of the organization. In this way degree of assurance can be gain that organizational tasks are valued by members.

Also, in training courses that are held for each employee in the beginning of the period of employment and also once every few years, making culture and organizational socialization be carried out, the sensitivity and importance of jobs for employees of the Department be stated and make them aware of the mission and goals of the department and state each staff's role in order to achieve their mission and goals and make employees aware that although their work may be minor but each of them can play an important role in taking organization to the goals in the short term and long term.

12- Independence and freedom of action



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How to work in some jobs of administration such as service workers is in a way that employees can't be independent and have complete freedom of action because activities are based on the instructions that are determined by Directorate General and they are the only operator, so activities in the administrations are carried out on the basis of specific instructions or under the supervision of direct supervisor of each section. However, giving freedom of action in how to work tasks and also provide situations that cause adoption of individual judgment and initiative in employees, can be very effective in enhancing the emotional commitment of employees.

13- Feedback on work

Due to the low average of feedback among staff of officer posts, it is recommended to staff to provide feedback, each of employees give report of their performance to the relevant director at the end of day and receive feedback of their daily activities, so staff be aware of their actions result by this way. This feedback since it is given directly and quickly to employee can have many positive effects following and helps employees to assess their daily activities and correct mistakes, improve performance and plan with greater awareness for their next day activity. It is also suggested that designed assessment form that assesses activity of staff departments quarterly, be studied and provide relevant results to them. Also is recommended that general procedures of affairs be taught to all employees in order to during operation employee himself can assess the accuracy of works and by getting feedback from the work itself his sense of self-efficacy be strengthened and affect affairs more than ever.

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